

# The Succession Engine

Aaron Fields

Executive Coach & Strategist



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# Info about Aaron



Executive coach to high-performing leaders from entry-level managers to the c-suite



Over 15 years experience as a healthcare strategist



Has worked in pediatric, academic, and non-profit health systems as well as healthcare consulting



Has taught leadership development skills to over 2,000 leaders



Teaches graduate course in healthcare strategy at Ohio State



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# Conflict of Interest Disclaimer

I have no real or perceived conflicts of interest that relate to this presentation





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# Succession Planning Today



*This is  
succession  
planning*



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**What We Know and  
What I Heard**



**A Framework for How to  
Think about  
Succession Planning**



**Engine Parts**





## **What We Know and what I Heard**

# Succession Planning Stats

Annual hospital / health system CEO turnover is 16%

In a survey of 1500 hospitals, **only 40%** had a documented succession plan for the CEO

**Less than 1%** of hospitals surveyed had a plan for the entire c-suite



# Impact of Failed Succession Planning: What I heard from hospital CEOs

“Poor succession planning is a culture killer.”

“Contract executives are very expensive.”

“Rural hospitals struggle to recruit externally. If we do get a good candidate, we can’t afford them.”

“Many hospitals are one failed CEO away from closing.”

“It destabilizes the organization.”

“On my first day, staffed asked if I was going to buy a house. Because the previous two CEOs didn’t.”

“Without a clear plan your talent will leave.”



# Succession Planning Challenges: Why is it so hard to do?



# What I learned

In a survey of 1500 hospitals, **only 40%** had a documented succession plan for the CEO

**Less than 1%** of hospitals surveyed had a plan for the entire c-suite

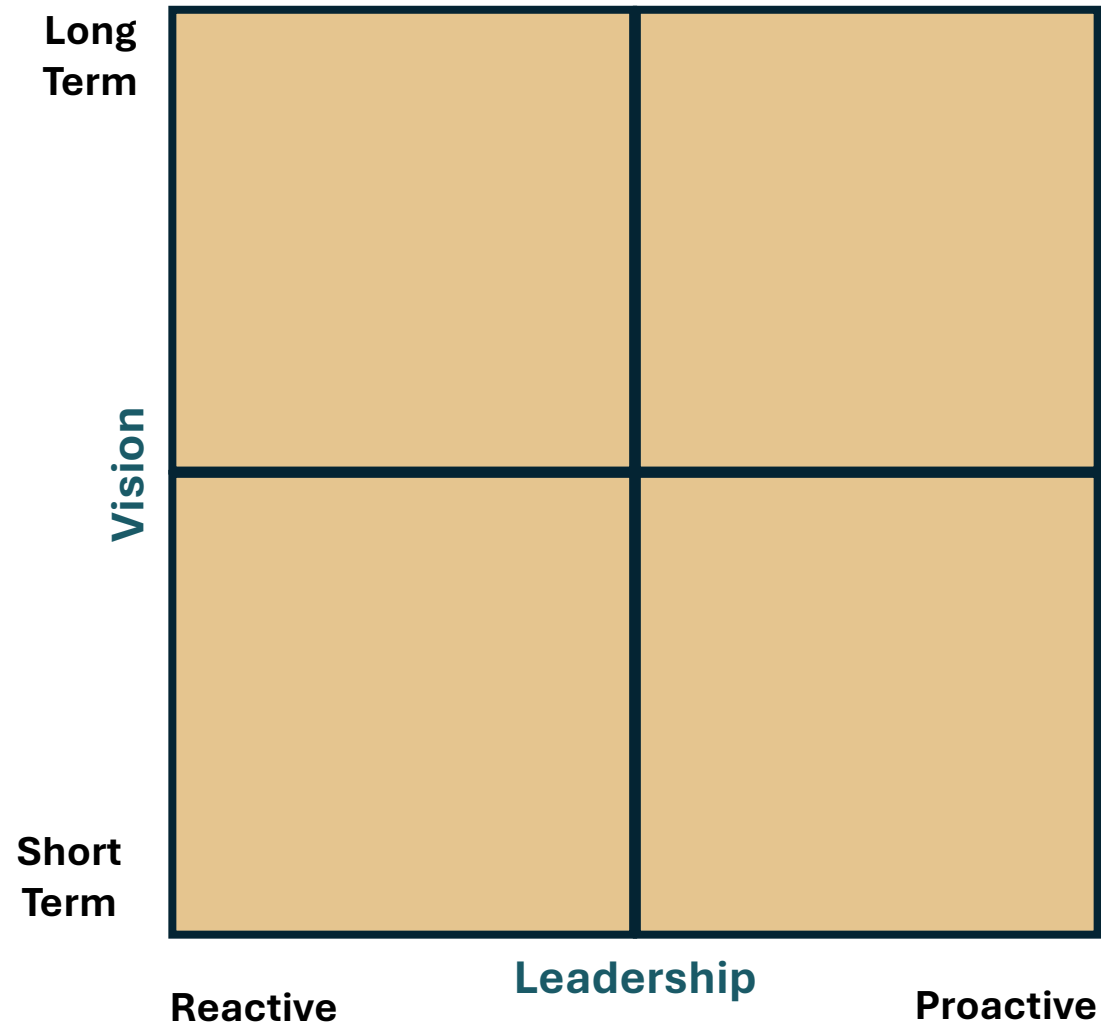




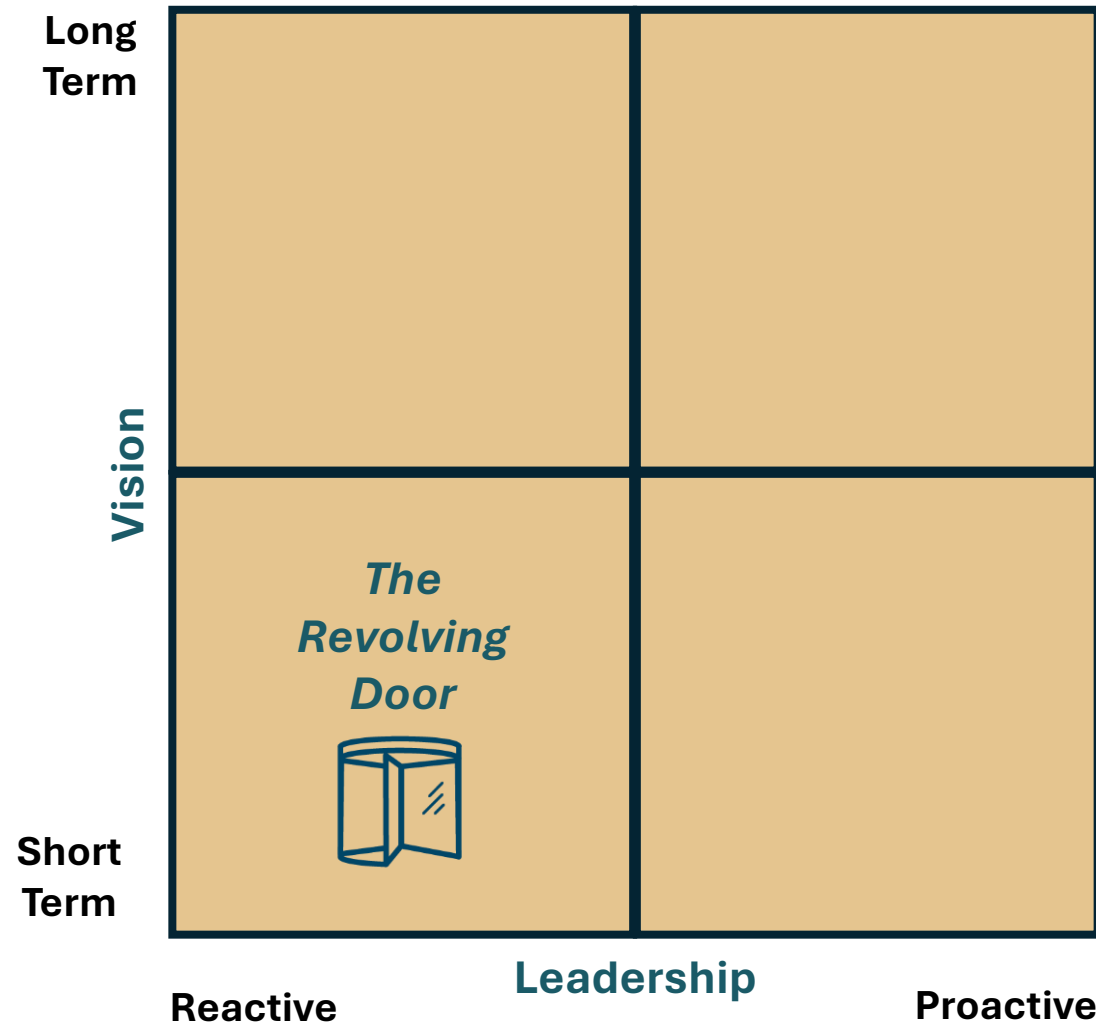
## **A Framework for How to Think about Succession Planning**



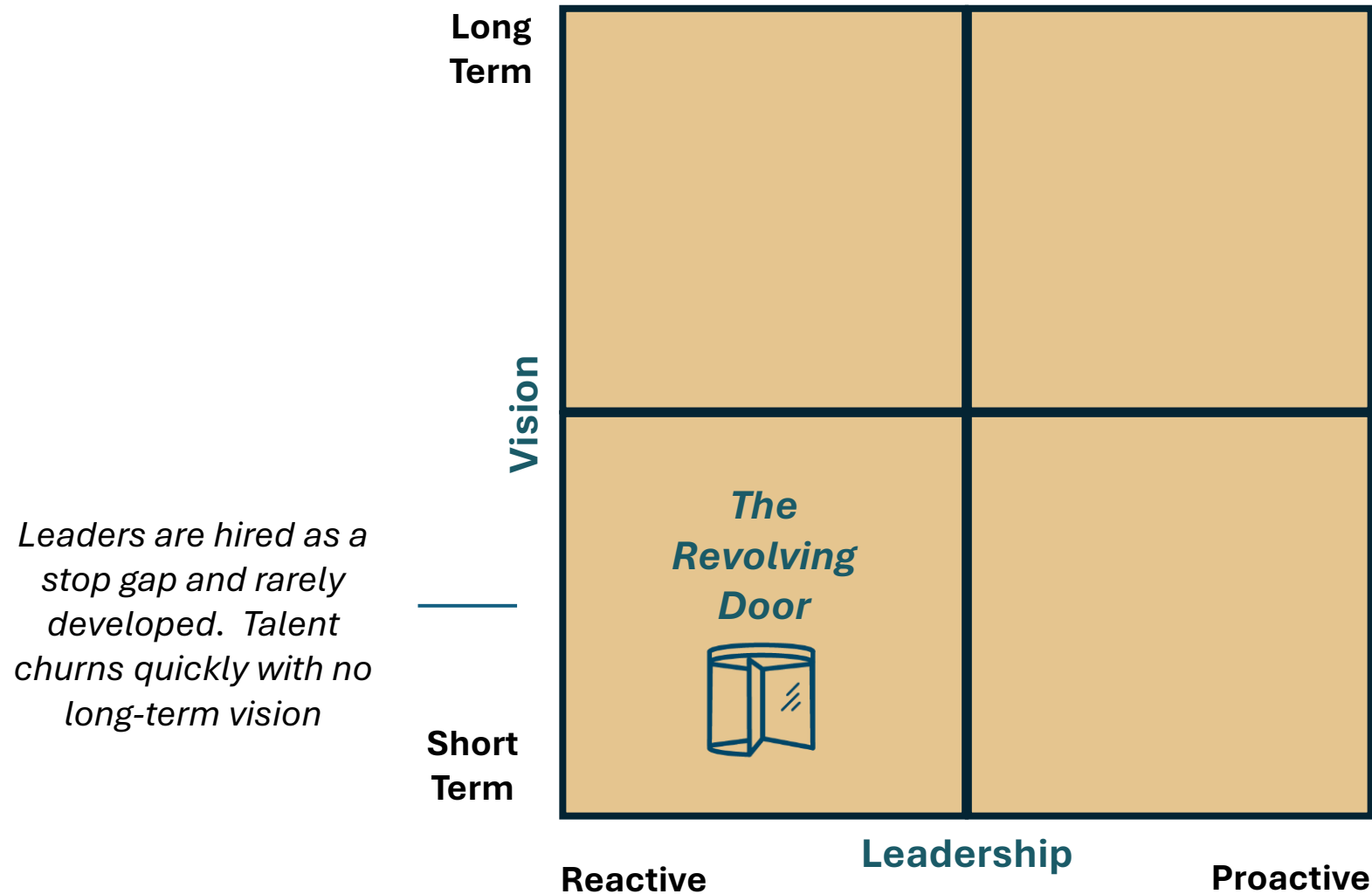
# The Succession Engine Matrix



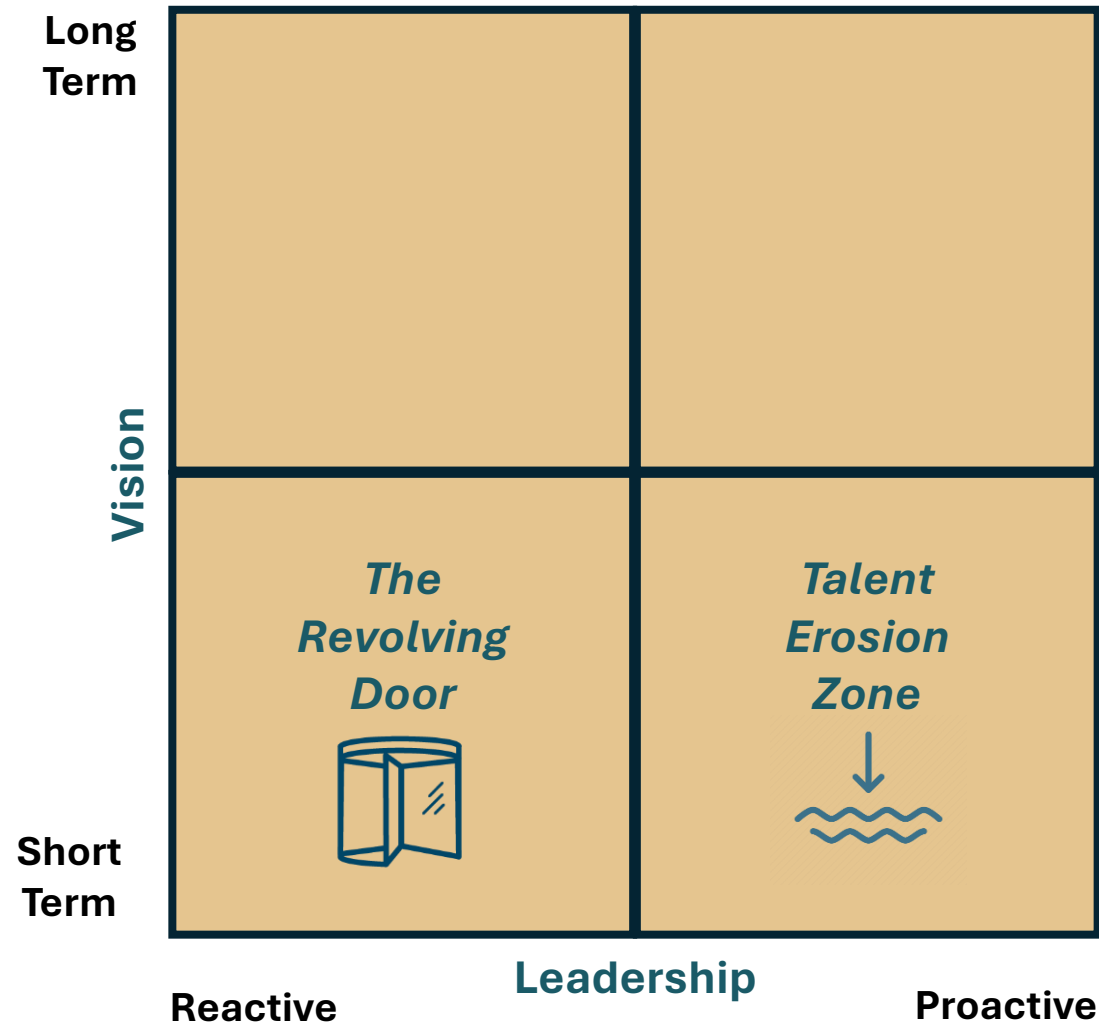
# The Succession Engine Matrix



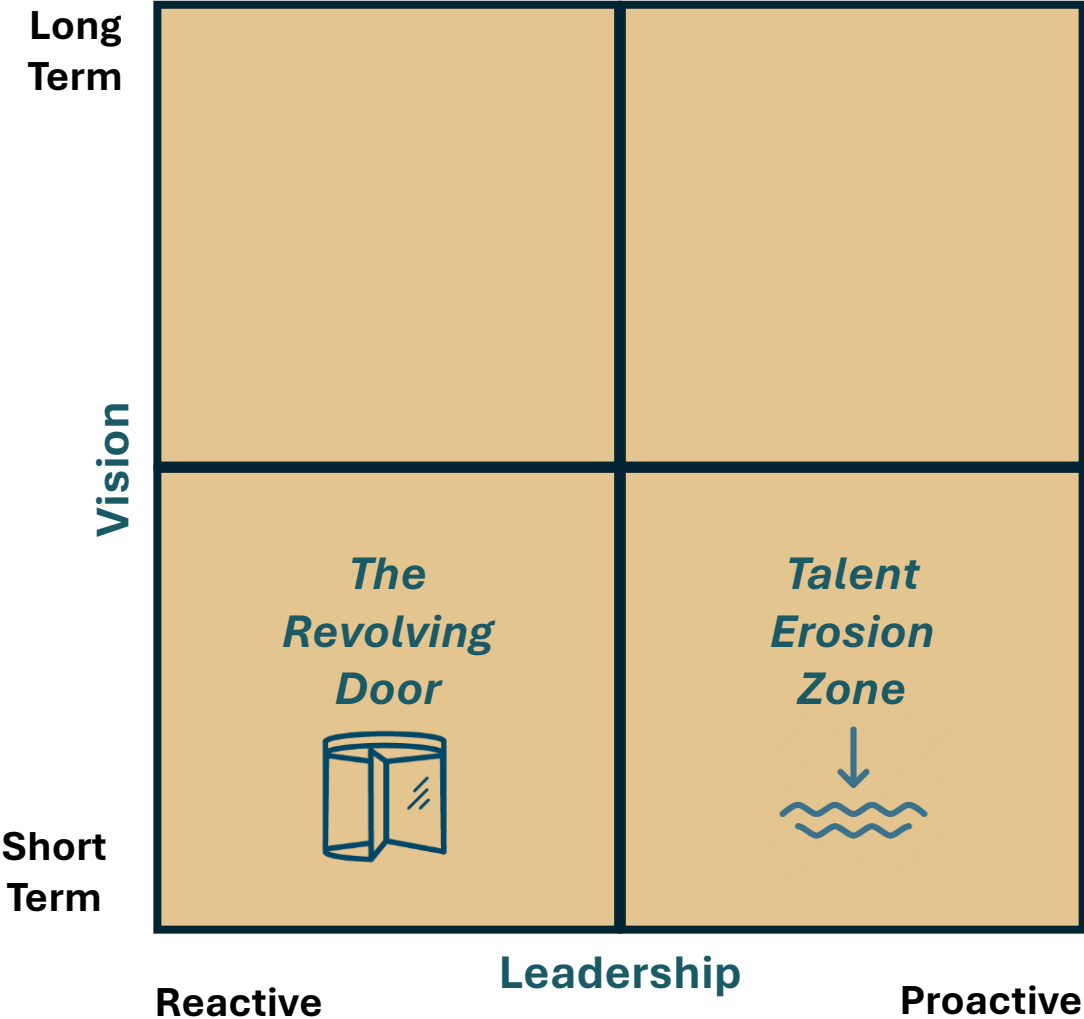
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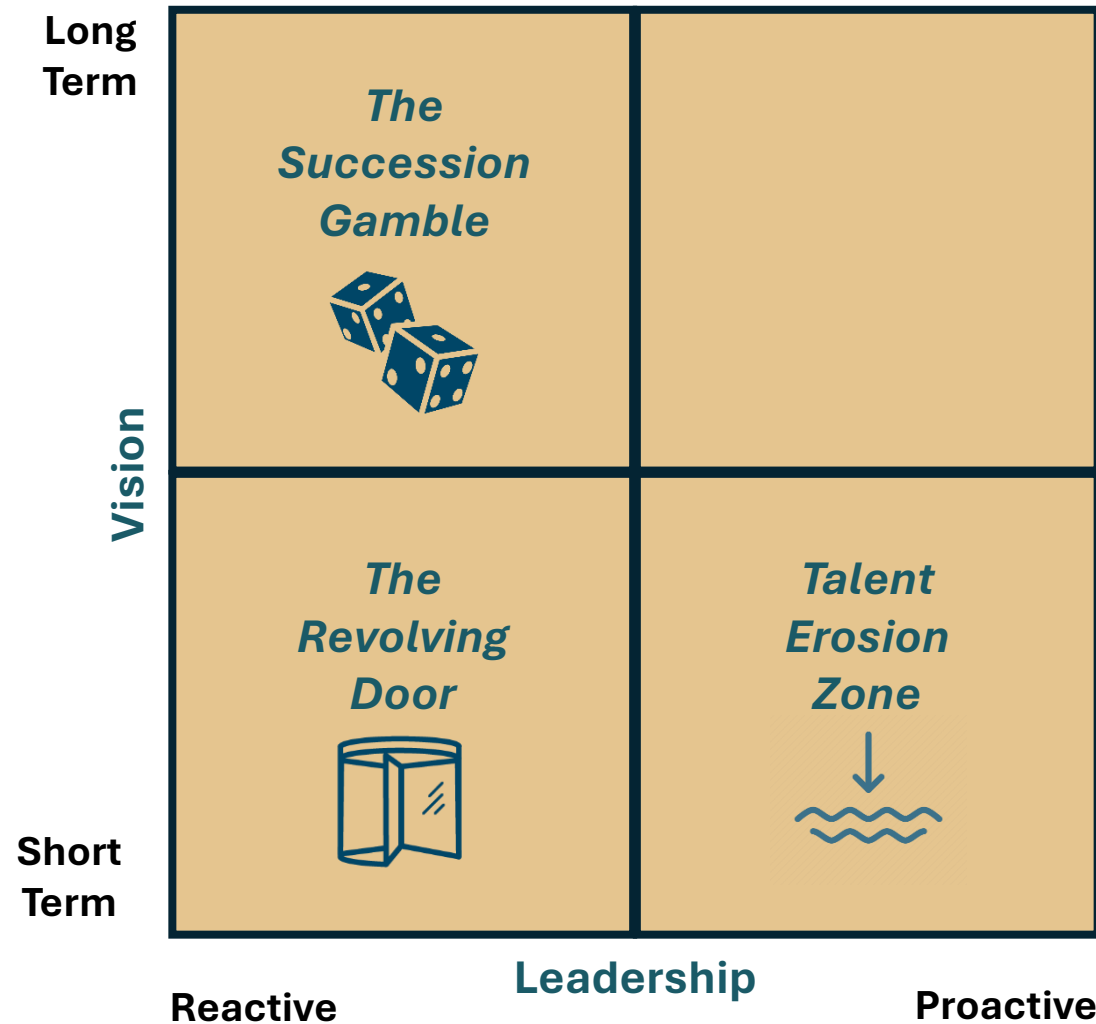


# The Succession Engine Matrix



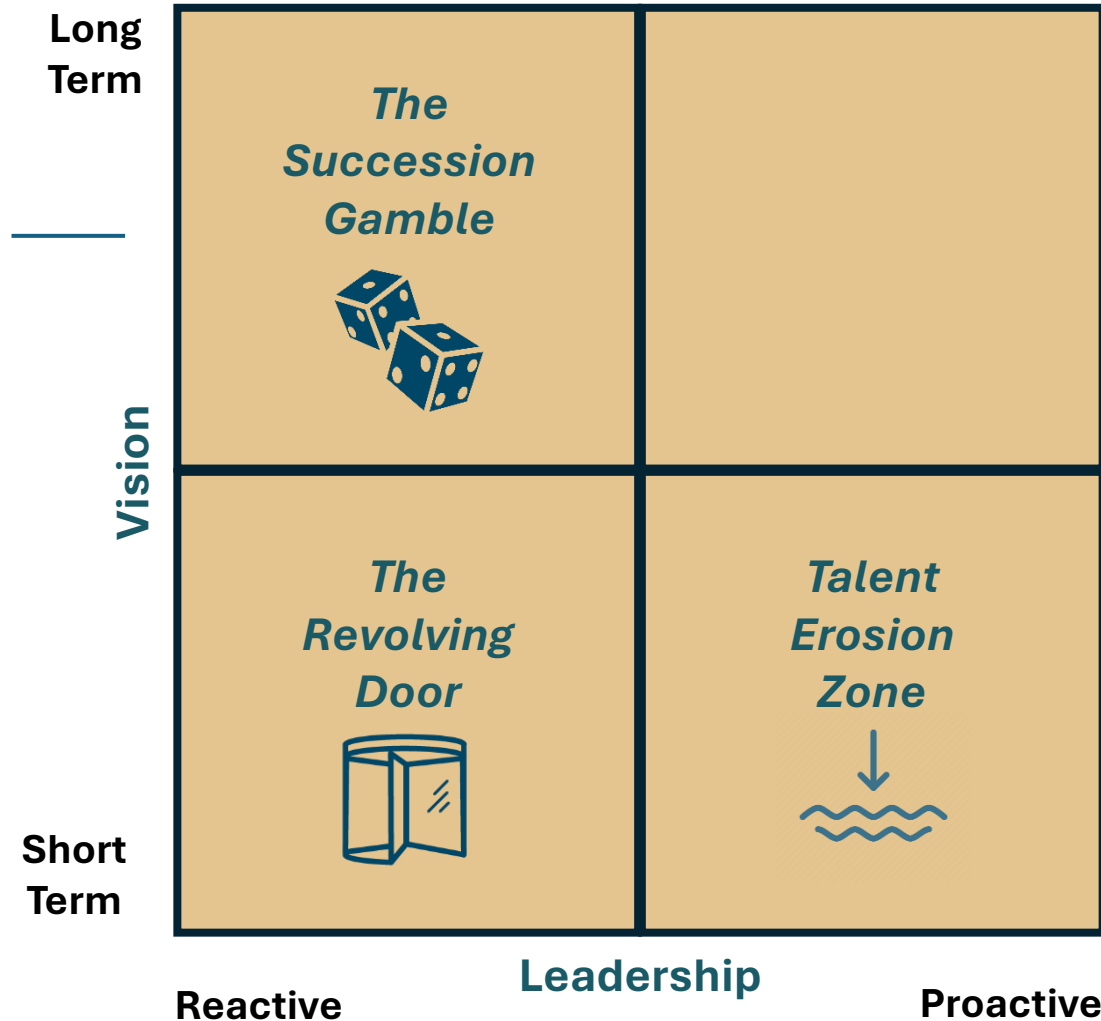
— A proactive focus on leadership results in developing leaders who leave because there is no alignment to a long-term vision for the organization

# The Succession Engine Matrix

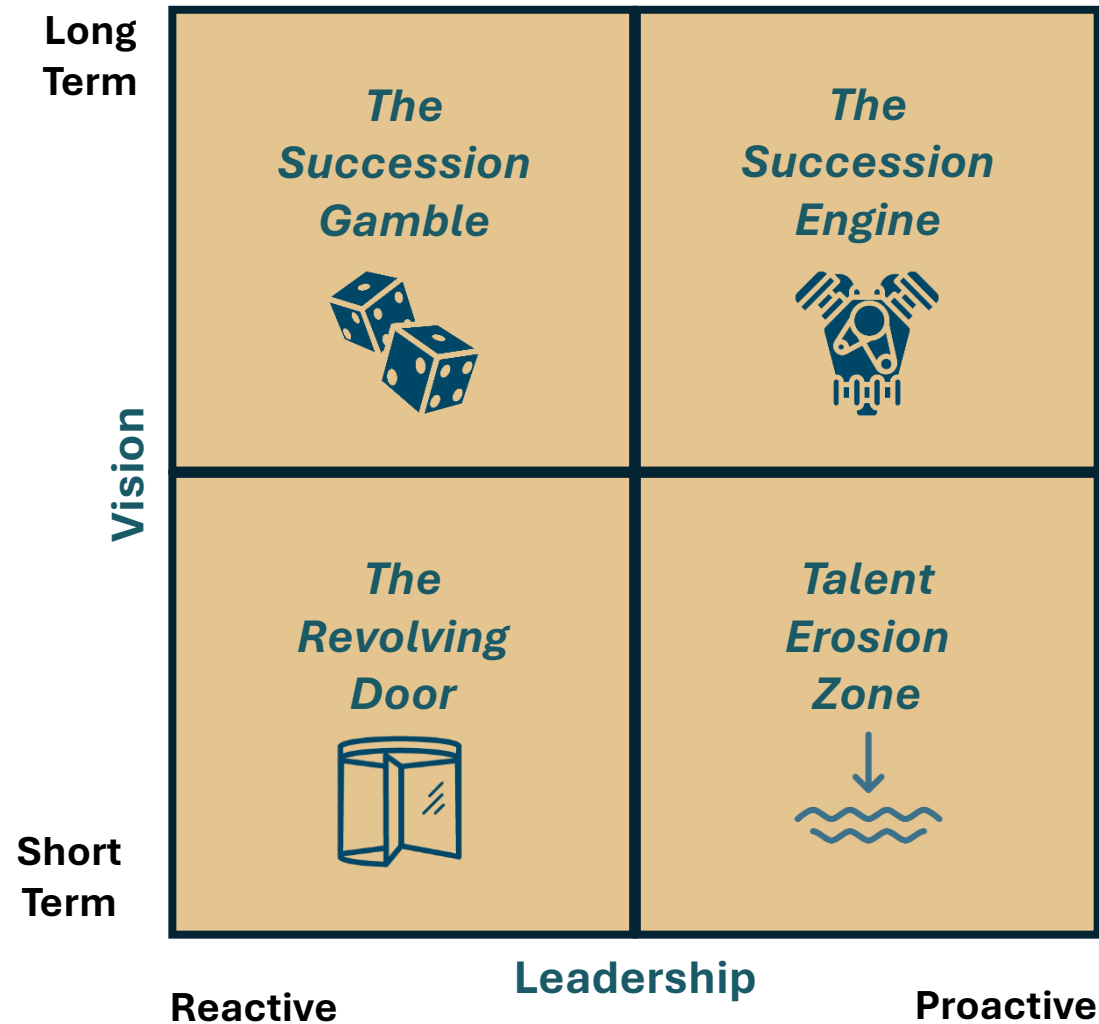


# The Succession Engine Matrix

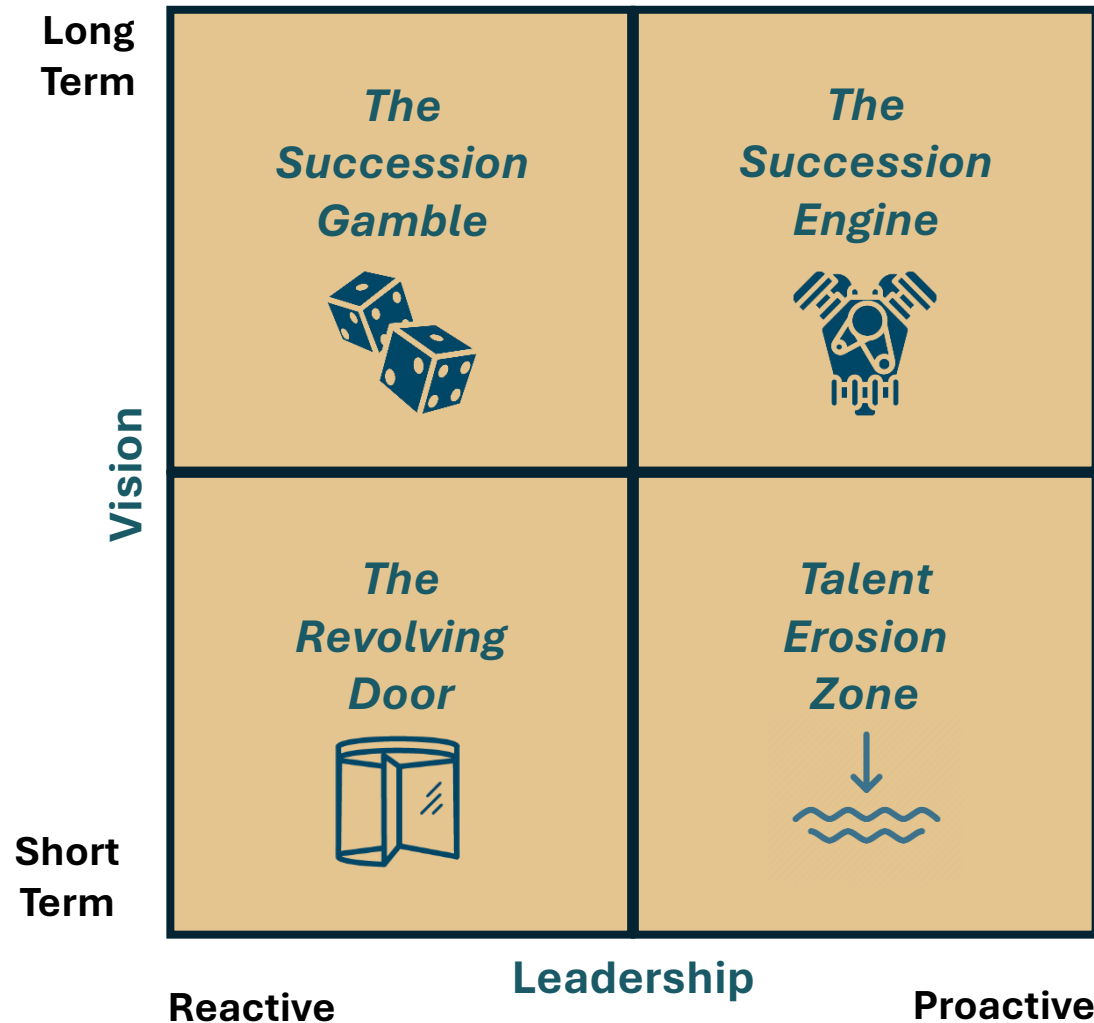
*Leadership roles are filled inconsistently and at times by accident, leaving the company's future at risk*



# The Succession Engine Matrix



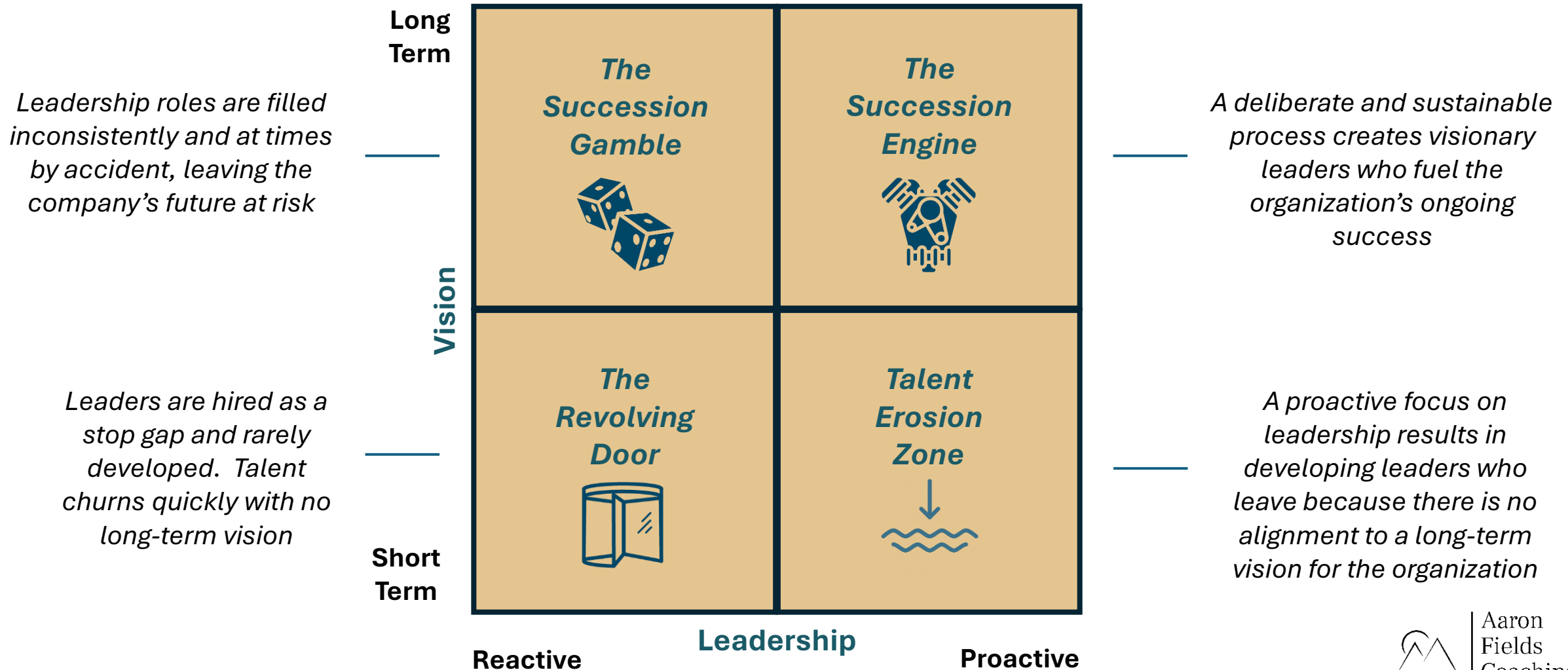
# The Succession Engine Matrix



*A deliberate and sustainable process creates visionary leaders who fuel the organization's ongoing success*



# The Succession Engine Matrix



# Assess where your organization or business unit is today:

Live Poll



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## Engine Parts



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# Components of Deliberate Process



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# Wisdom of the Room

**What questions, observations, or comments  
do you have?**



**What is one insight you took away from this conversation?**



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# Thank you!!!

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